Americas'
Accountability
Anti-Corruption
Project

Patricio Maldonado
Director

Joseph S. Balcer
Senior Advisor

Gerardo Berthin
Deputy Director

Ian A. Canda
Web Technician

Miguel García Gosálvez
IT Manager – Webmaster

Mariela Lanzas
Administrative Assistant

Olga Nazario
CSO – Networking Specialist

Sylvia M. Rodríguez
Governance Special Projects Manager

Lourdes Sánchez
Audit/Internal Control Specialist

1199 North Fairfax Street
Third Floor
Alexandria, Virginia 22314
(703) 920-1234 phone
(703) 920-5750 fax

www.respondanet.com

The USAID Americas'
Accountability/Anti-Corruption
Project

FINAL REPORT
Contract AEP-I-00-00-00010-00
Task Order No. 01

February 2005

Casals & Associates

USAID
FROM THE AMERICAN PEOPLE

The USAID Americas' Accountability/Anti-Corruption Project

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Casals & Associates, Inc.
1199 North Fairfax Drive
Alexandria, VA 22314

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Table of Contents

I. Introduction

Casals & Associates, Inc., (C&A), in September 1993, was awarded by USAID a five-year contract to improve government accountability and financial management in the Latin America and Caribbean (LAC) region. Specifically, C&A was tasked with:

- Advancing implementation of Integrated Financial Management Systems (IFMS) throughout countries in the region.

- Strengthening government auditing, and

- Raising overall public awareness about the debilitating effects of fraud and corruption caused by the lack of adequate financial management.

Midway through the project, C&A changed the project's working title to the "Americas' Accountability/Anti-Corruption Project" (USAID-AAA) as activities came to encompass a broader array of initiatives for increasing accountability and transparency and directly confronting growing corruption in the region. The project concluded in September 2000, following three extensions.

After competing for a new phase of anti-corruption initiatives envisioned by USAID, in September 2000 C&A was awarded the four-year regional-project contract that is the subject of this report. It contained four components:

1. Facilitate donor coordination of anti-corruption programs.

2. Improve government policies and practices to reduce corruption.

3. Enhance support for missions' anti-corruption strategies and programs.

4. Ensure the sustainability of the ResponDanet anti-corruption website originally developed by C&A with USAID support.

The consistency, continuity and focus of USAID's efforts, for more than a decade, to bring about greater government accountability and transparency, first through financial-management reform and then by recognizing that corruption is crosscutting and must be addressed across government sectors and across borders, has been a unique achievement of the USAID-AAA Project.

II. Project Accomplishments

Embracing this perspective on combating corruption, C&A designed a program-implementation approach driven by achievement of results as defined by appropriate indicators. Throughout the project, USAID-AAA staff focused on the need for sustainability of outcomes, recognizing that regional program initiatives lay the foundation for expanded government accountability and transparency in the medium to long term.

Component 1

Result: A donor consultative group institutionalizes a regular process of donor coordination and information sharing on accountability and anti-corruption programs.

Indicator: Management and cost of the DCG is shared among donors by the third year of the program.

Facilitate Donor Coordination of Anti-Corruption Programs.

USAID-AAA served as secretariat for the Donor Consultative Group (DCG), comprised of representatives of international donor organizations with offices in Washington, D.C. From project onset, member organizations agreed to host, at their own expense, quarterly meetings to discuss the progress of their respective anti-corruption programs and share lessons learned. Membership included:

- United States Agency for International Development
- Andean Development Corporation
- Inter-American Development Bank
- International Monetary Fund
- Japanese International Cooperation Agency
- Organization for Economic Cooperation and Development
- Organization of American States
- Pan American Development Foundation
- Trust for the Americas
- United Nations (PF/DDSMS)
- United Nations Conference on Trade and Development
- United Nations Development Programme
- United Nations Foundation
- U.S. Department of State Bureau for International Narcotics and Law Enforcement Affairs
- The World Bank
- World Bank Institute

The DCG successfully explored a wide range of issues including member's anti-corruption initiatives that evolved during the life of the project. These included:

- OECD Anti-Bribery Convention and results of the September 2002 international conference on implementing that convention, co-sponsored by OECD and the Government of Mexico.

- USAID Atlatl Project's freedom-of-information, audit and control self-assessment initiatives.

- Evolving methodologies for measuring corruption.

- Millennium Challenge Corporation's country qualification standards.

- Control self assessment as a leading-edge tool for improving government performance and internal control.

- The PriceWaterhouseCoopers Opacity Index.

- USAID Anti-Corruption Action Plan for the Western Hemisphere.

- Progress of the United National Ad-Hoc Committee for negotiation of an U.N. Convention Against Corruption.

- Application of best practices in e-government procurement to increase government efficiency and transparency.

- Challenges of the Mechanism for Follow-up to the Inter-American Convention against Corruption (IACC).

- Citizen and civil society participation in the IACC Follow-up Mechanism.

- Measuring the quality of governance.

- Trade and trade agreements in the context of accountability, transparency and good governance.

- USAID considerations as it develops an agency wide anti-corruption strategy.

- OAS Summit of the Americas and reducing corruption through greater transparency and accountability.

While interest and participation in the DCG remained high throughout the project, diversity of donor initiatives and internal strategic agendas meant that the DCG did not achieve coordination of anti-corruption activities in the

region to the extent hoped. All donors concurred that corruption must be addressed and the sharing of information at donor-headquarters level very important.

However, the reality is that coordination of specific initiatives is more likely to occur at the country level through local synchronization efforts.

International Anti-Corruption Forum

In 1996, C&A launched the International Anti-Corruption Forum (IACF), in Washington, D.C., as an informal monthly roundtable featuring a speaker, followed by discussion among participants of the corruption issue at hand. More than 60 forums have been held; regular attendees include officials from U.S. government agencies and multilateral and bilateral donor organizations, representatives of civil society organizations, universities, think tanks and the media.

Throughout the project, C&A makes it available, at no cost, as a value-added mechanism for helping to achieve two of the project's objectives:
- Mainstreaming anti-corruption thinking and programming across all sectors, and
- Increasing the stock of knowledge, both qualitative and quantitative.

Specific forum presentations of relevance to the project and USAID are detailed in Appendix 2.

Component 2

Result: Latin American governments, at all levels, have access to information on effective ways to have demonstrable impacts on corruption.

Indicator: A series of anti-corruption" Best practices with measurable impact" modules produced and broadly disseminated throughout the region.

Improve Government Policies and Practices to Reduce Corruption.

To improve government efficiency and service delivery and reduce corruption, USAID-AAA identified, documented and disseminated best practices through a series of Technical Assistance Modules (TAMs). TAMs examined specific reform approaches, the impact of which increased government transparency and accountability in specific countries. The goal was to generate interest and discussion among reform-minded stakeholders and promote replication of the most successful experiences in the region.

TAMs were disseminated in a variety of ways and shared with a multiplicity of stakeholders, including: USAID missions, international donors, business and professional associations, civil society organizations (CSO), non-governmental organizations (NGO) and government officials. Information in the TAMs also contributed to the development and support of USAID-mission bilateral and regional anti-corruption activities.

In developing the TAMs, USAID-AAA technical experts solicited input from stakeholders engaged in good governance and anti-corruption activities in several countries. Results of conferences, workshops, forums, external assessments and evaluations, research and consultations with experts also contributed to their development. TAMs explored national and local experiences in order to provide valuable, practical information for improving governance by increasing transparency and accountability.

Information in the TAMs was not meant to be prescriptive, but rather was designed to:
- Provide examples of a range of effective anti-corruption programming strategies and activities.

- Generate discussion among practitioners in the field and promote replication of successful models.

- Illustrate best practices—present current tools, methodologies and frameworks to fight corruption.

- Provide an overview of the activities of donors, CSOs and the private sector engaged in reducing corruption.

- Direct readers to additional resources.

Seven TAMs were produced, all but one being published in English and Spanish:
- *Citizen Participation to Strengthen Transparency in Latin America and the Caribbean*

- *Integrated Financial Management Systems Best Practices: Bolivia and Chile*

- *Control Self Assessment: A Tool for Organizational Improvement in Latin America*

"These TAMs are useful tools for the classroom, because they offer concrete examples of processes and change. I will use them in my classes as reading materials."
Antonia Solano Mercado
Professor of Accounting
UNAPEC University
Dominican Republic

Result: Civil society has better and more consistent access to best practices, effective tools and information on developing anti-corruption strategies and activities.

Indicator: Increased replication of model interventions from one country or civil society organization to another.

The AAA Project is extremely useful because it shares experiences in the area of transparency. This is an important way to generate interest and to understand the costs of not doing anything about corruption."
Ronald Chacon
Institutional Development Division
Office of the Comptroller General, Costa Rica

- *Citizen Participation in the Follow-up Mechanism of the Inter-American Convention Against Corruption*

- *Integrated Financial Management in 17 Central American Municipalities*

- *Political Party Finance in Argentina, Chile, Costa Rica and Mexico: Lessons for Latin America*

- *Integrated Internal Control Framework for Latin America (MICIL)*—available only in Spanish; no printed version produced.

USAID-AAA developed a dissemination strategy for each TAM, targeted to user groups most likely to benefit from the information therein. The dissemination strategy included sponsorship of and participation in international events to present information in the TAMs to attendees.

For example, on October 13, 2004, in Lima, Peru, USAID-AAA cosponsored an international conference to disseminate lessons learned and effective practices from the TAM, "Political Party Finance in Argentina, Chile, Costa Rica and Mexico: Lessons for Latin America." Former Ecuadorian president, Osvaldo Hurtado, was the keynote speaker. USAID-AAA collaborated with USAID/ Peru and five other USAID partners in planning the event and providing sponsorships for the 75 participants from five countries. Cosponsors included the National Democratic Institute for International Affairs, International Institute for Democracy and Electoral Assistance, IFES, *Transparencia* Peru and the International Republican Institute.

AAA-USAID also designed an overall dissemination approach to maximize use of the Internet and CD-ROM technology to provide universal accessibility to the TAMs.

All TAMs were posted on the ResponDanet website providing universal access to them. At the time of preparation of this report, the Spanish-language TAMs had been accessed 2,900 times and the English-language versions more than 300. (Details can be found in Appendix 1.)

The project sponsored or participated in workshops, conferences and symposiums sponsored by other organiza

tions, with the goal of disseminating the TAMs to targeted audiences throughout the region that could and would use the information in them. The 16 events for which TAMs provided the framework for presentations are identified in Addendum 2.

Five hundred copies of each TAM—except MICIL—were printed with English and Spanish versions in a single volume. Of the 3,000 total, 2,500 had been disseminated by project end.

Five thousand CD-ROMs containing all of the TAMs were produced, with about 1,100 remaining at the end of the project. As C&A concluded the project, requests for printed and CD-ROM versions of the TAMs were continuing to be received.

Not only have the TAMs significantly contributed to an increase in and improvement of the body of knowledge about successes and disappointments of specific approaches to reducing corruption but, more importantly, this information, including strategies and lessons learned, has been placed in the hands of activists and pro-reform advocates throughout the region, to be used as tools to increase government transparency and accountability in the months and years ahead.

Municipal-Government Transparency

TAM—Citizen Participation to Strengthen Transparency in Latin America and the Caribbean
USAID-AAA recognized that municipalities, in consultation with local populations, are beginning to administer significant amounts of central-government revenues and that a new generation of mayors and local leaders are serving as catalysts for local development, providing more effective and timely basic services and opening up public decision making through broader citizen participation.

"These TAMs are going to be very useful reference documents for our work."
Carlos Bello
Mayor of Soacha-Colombia

This trend toward decentralization is compelling citizen engagement in governance and the development of new mechanisms for citizen consultation, dialogue and oversight of service delivery at the local level.

The TAM provides, to civil society, government leaders and international donors, practical information for designing and implementing citizen-participation programs based on replicable practices ongoing in nine countries in the region, from which numerous lessons were learned, including:

- Political will is a powerful force in promoting reforms and citizen participation.

- Because decentralization and participatory approaches involve a sharing of political power, they inevitably create resistance to change among local and national leaders, as well as public servants.

- Accountable, transparent and effective management at the local level is essential to reduce poverty and to strengthen trust in democratic governance.

- There is no single "best" technique for increasing citizen participation and government transparency and accountability. The challenge is to identify which combination of techniques can best be applied given history, local realities and cultural context.

- It is critical to establish partnerships between government and CSOs, NGOs and other interest groups for citizen participation mechanisms to succeed.

- Donor support is essential to foster sustainability through local-stakeholder ownership and local-leadership partnerships. This support should be directed at strengthening strategic planning, budget-development and monitoring and general oversight capacity of civil society, including the development of performance measures for citizen oversight programs.

Central Government IFMS

TAM—Integrated Financial Management Systems Best Practices: Bolivia and Chile
The TAM examines the experiences of Bolivia and Chile in implementing an integrated financial management system (IFMS) in the national governments, including:
- State of development.

- Political and bureaucratic environments in which implementation occurred.

"The impact of the USAID-AAA project is of enormous importance for us. By involving elected officials and civil society organizations in producing the TAMs, your project has created spaces for dialogue and to design collective strategies to tackle delicate issues such as corruption and the promotion of transparency. Furthermore, by documenting an array of social auditing experiences in the region, the project has illustrated and presented tools to fight corruption in an effective public-private partnership."
Daniel Flores
Mayor, Tela-Honduras
President, Municipal Association of Honduras (AMHON).

- Legal frameworks.

- Stakeholders' and key actors' roles and perspectives.

- Policy considerations.

The Bolivian Integrated Administrative Modernization and Management System/*Sistema Integrado de Gestión y Modernización Administrativa* (SIGMA) and the Chilean Integrated Financial Management System/*Sistema de Información para la Gestión Financiera del Estado* (SIGFE) were ongoing IFMS initiatives that were part of a much broader public-sector modernization effort, including civil service reform, decentralization and e-procurement. Both sought to enhance the efficiency, effectiveness and transparency of government financial management.

The two case studies show that the IFMS implementation process is complex and multidimensional due to diverse perceptions and resultant expectations of stakeholders and policy-makers.

Lessons Learned—Overall Strategy
- IFMS reform must be an integral part of a well-defined, integrated, interrelated and interactive state modernization strategy.

- IFMS implementation must be staged, with the new systems being tested and evaluated in pilot agencies.

- Potential benefits must be publicized and advocated to build understanding, appreciation and support constituencies.

- IFMS must be responsive and adaptable to national and sub-national institutional needs.

- Implementation design must include a comprehensive technical and financial sustainability strategy.

- A basic legal framework is necessary but does not guarantee positive results.

- Consistent and reliable availability of financial resources is vital to the entire IFMS cycle.

Lessons Learned—Actors and Stakeholders
- Local ownership is critical.

- Donor support is vital, particularly during early implementation, but cannot be seen as driving the process. Ideally, IMFS should be demand-driven and not externally imposed.

Improving Service Delivery

TAM—Control Self Assessment: A Tool for Organizational Improvement in Latin America

Control Self Assessment (CSA) is a means for taking the pulse of an organization, collecting information on the state of its institutional health, and assessing risks to achieving its organizational objectives. The power of self-assessment lies in its ability to provide information that would not otherwise be easily obtainable, through the participation of employees who know better than anyone what is hindering or helping them in getting their work done. CSA analyzes major institutional processes both within and across departmental boundaries and may gather data that helps set the scope of annual audits.

C&A had conducted CSA in government entities in several Latin American countries as part of USAID anti-corruption, transparency, audit and internal control improvement projects—the Municipality of San Salvador, El Salvador in 2000; in various central government entities in Colombia and in Mexico's National Immigration Service (INM).

The TAM examines the successes and disappointments of these experiences. It describes how employees, their managers, auditors, oversight entities, international donor agencies and citizens all benefit from CSA, the latter particularly when CSA is undertaken in line entities that deliver public services.

The experiences described in the TAM demonstrate that CSA has the same potential for success in developing countries as in developed countries, provided that an organization's management is committed to listening to employees and to considering making changes based on their recommendations. CSA is an approach that now can be implemented confidently at the national and sub-national levels of government with a realistic expectation of substantial and sustained impact. Findings indicate that CSA:

- Provides an effective mechanism for management to identify strengths and weaknesses in the organization.

- Quickly identifies what makes work groups succeed or fail.

- Helps define best practices.

- Has an immediate uplifting effect for many work groups by bringing problems into the open.

- Provides participants and management with data on trends and issues across units and over time.

Civil Society Oversight of Country IACC Compliance

"Our participation in the IACC implementation workshop has been most beneficial. It has broadened our vision for future work in the fight against corruption.
Leo Valladares Lanza,
Executive Director
ACI-PARTICIPA

"Thank you for the opportunity to participate in the workshops on the IACC. The USAID-AAA Project is an enormous help in the region in developing capabilities in civil society organizations that allow us to create a united front in the fight against the corruption that continuously affects our cities.
Yader Loza
Executive Director
Hagamos Democracia
Managua, Nicaragua

TAM—Citizen Participation in the Follow-up Mechanism of the Inter-American Convention Against Corruption
The TAM describes how civil society can participate effectively in the Organization of American States (OAS) Mechanism for Follow-up on Implementation of the Inter-American Convention Against Corruption (IACC).

The Follow-up Mechanism is a method by which States Parties evaluate how each country is implementing the IACC, with the goal of making recommendations and facilitating cooperation in the fight against corruption. It provides a process for CSOs to submit independent reports on the degree of compliance with IACC provisions in their respective countries.

By producing the reports CSOs develop their ability to analyze current government policies, evaluate whether the government meets its commitments, and develop recommendations regarding which public policies foster transparency and prevent and control corruption.

The TAM presents a seven-step process for CSOs to produce a report on implementation of the IACC, a process that can be adapted to any country. In addition, the TAM examines successful civil society experiences in Argentina, Colombia and the Dominican Republic that illustrate practical ways to implement activities at every stage of developing and disseminating a report.

IFMS at the Local Level

TAM—Integrated Financial Management in 17 Central American Municipalities

USAID-AAA found that while all Central American governments have introduced IFMS at the national level, with varying degrees of success, modernization of financial management at the municipal level is just beginning. And even though considerable resources have been invested in municipal development in the last decade, little is known or has been reported about the impact and scope of IFMS efforts at that level.

The TAM documents the IFMS experiences of 17 Central American municipalities in Guatemala, El Salvador, Nicaragua and Honduras. To survey such a broad sample of local governments, USAID-AAA collaborated with the Federation of Municipalities of the Central American Isthmus *(Federación de Municipios del Istmo CentroAmericano*—FEMICA) in the TAM design and conduct of the municipal IFMS assessments.

Highlights of the TAM's findings included:

- Most municipalities have more than one IFMS currently in place, some with isolated modules that resolve specific problems, but lack integration.

- The sense of local ownership is weak, because most IFMSs have been implemented by central governments with little municipal participation or accommodation of local circumstances.

- While information produced by IFMS currently is not highly valued, currently, as an input to municipal managers' decision-making, there is a growing perception among senior officials that IFMS can streamline administration, promote transparency, increase municipal revenues and provide valuable information to improve service delivery.

Actors

- Multiple actors often are involved in IFMS design and implementation, but historically coordination among them has been minimal. This appears to be changing.

- Central-government entities responsible for implementation and maintenance of IFMS at the municipal

**Restoring Faith
in Institutions Critical
to Sustainable Democracy**

level generally do not have adequate capacity to provide needed technical assistance and guidance.

- Municipal associations have not played an active role in IFMS promotion and development. This must change to increase a sense of local ownership and facilitate an exchange of information about experiences that could lead to improved systems.

- Civil society has not yet taken responsibility for demanding accountability from municipal authorities and knows little about the virtues and limitations of IFMS.

Legal Issues
- In spite of the availability of an array of legal instruments for municipal financial administration, there does not yet exist a common strategy to avoid fragmentation, promote clarity and replace the existing basic laws with a more coherent concept of integrated financial administration.

- Centralized standards and decentralized operations, essential pillars for municipal IFMS, are virtually non-existent in practice.

TAM—Political Party Finance in Argentina, Chile, Costa Rica and Mexico: Lessons for Latin America
During the course of the project, it became more and more apparent that far too many Latin Americans do not trust political parties and that this lack of trust translated into a loss of confidence in the effectiveness of governments to solve basic problems.

In the realm of democratic consolidation, it is now recognized that an effective political-party finance system is more than an end in itself; it is a means for strengthening political party contributions to democratization, by helping to ensure free and fair elections, promote public confidence in electoral processes, increase transparency and, ultimately, citizen participation.

To better understand the dynamics of political-party finance, USAID-AAA designed a TAM to analyze the dynamics and components of political-party finance experiences in four countries—Argentina, Chile, Costa Rica and

Mexico—selected because of their different approaches to political-party finance and resultant strengths and weaknesses.

From extensive interviews and research, USAID-AAA experts learned that political-party finance in a country evolves from and is reflective of the political system it supports and that there are no ideal models to follow.

Each of the four countries examined represented a different model of political-party finance and a different rationale for putting into place legal and regulatory frameworks for controlling the flow of private and public contributions.

The principles behind the reforms in each country were diverse, ranging from fostering transparent and accountable political parties and limiting private contributions, to increasing and strengthening political competition. However, in regulating the flow of money to parties, all four countries were compelled to respond to similar challenges related to establishing the appropriate mix of public and private funding, designing mechanisms to regulate, control and disclose private contributions and campaign expenditures, creating oversight institutions and devising appropriate enforcement mechanisms and sanctions.

Underlying the evolving characteristics and trends of political-party finance systems, the issue of a stable regulatory environment for political-party finance appears to be critical. The establishment and consolidation of effective political-party systems is a process that involves political, economic and social dimensions. The findings and lessons learned for development of effective, transparent finance systems were substantial:

- Political party structures differ at national, state and municipal levels. Political-party finance laws are applied differently, if at all, at the local level.

- Ensuring an adequate flow of resources to parties during campaigns and between elections is necessary for them to consolidate as democratic institutions. The overriding challenge is to design a system of political-party funding that is transparent and makes parties accountable and responsive to their constituencies.

- Corruption cannot be tackled successfully unless political-party finance is addressed as an integral part of development and governance reform, because contributions to parties are the standard mechanism used by powerful interests to "capture" political institutions.

- It is critical to devise appropriate funding mechanisms that address both operational and campaign revenue demands. The challenge is balancing party needs with the public interest in more diverse political representation and greater transparency and accountability.

- Controlling the flow of money to parties and sanctioning illegal contributions is essential to increasing public trust in these democratic institutions.

- There is no clear trend favoring public or private funding or a combination thereof.

- Legislation must be accompanied by effective and appropriate enforcement mechanisms, agencies, sanctions and the political will to use them.

- Disclosure of party income and expenditures must be required and the information should be made available to the public in a user-friendly, easily accessible format.

- Civil society has put political-party finance on the political agenda through persistent advocacy of reforms and, in some cases, by verifying that political parties are disclosing required information accurately and by monitoring spending, income and private contribution trends.

- CSOs require increased technical capacity to analyze reports and other relevant information.

- Freedom of information laws relative to political-party finance reporting must be strengthened.

- How governments and the private sector ensure equitable access to and pricing of media buys and the degree to which the pricing structure is made public are very important in keeping the playing field level and in containing the total cost of elections.

Laying the Foundation for Government Accountability

Result: Regional professional associations adopt accountability and transparency elements as part of their mandates.

Indicator: An active network of professional associations organizing initiatives to prevent and curb corruption.

TAM—Integrated Internal Control Framework for Latin America (MICIL)

Government and private sector organizations in industrialized nations develop internal control policies and procedures based on a framework developed by among others, the Committee of Sponsoring Institutions of the Treadway Commission (COSO).

While COSO standards are applicable to any organization, USAID-AAA, in consultation with government and private sector auditors in Latin America, perceived that the COSO framework would be more widely accepted in the region if it were adapted to the Latin American context.

As a result, USAID-AAA collaborated with the Latin American Federation of Internal Auditors (FLAI) to produce such a framework, the *Marco Integrado de Control Interno para Latinoamérica* (MICIL), which defines and sets standards in four primary areas:

- The work or control environment—the most important component and the foundation for the rest, including the culture of the organization, its ethics, equity, leadership, teamwork, resources and staff morale.

- Risk assessment—associated with achievement of an organization's objectives.

- Control activities—policies and procedures—the traditional areas of audit.

- Monitoring and supervision and making changes based on learning.

- Horizontal and vertical flows of information and communication.

MICIL subsequently has been approved and adopted by FLAI and the Interamerican Accounting Association as a reference manual for auditors and accountants in the region. It is the only framework that addresses internal control in a Latin American cultural context. Produced in Spanish only, of all the TAMs it has been the most accessed on ResponDanet.

Component 3

Enhance Support for Missions' Anti-Corruption Strategies and Programs.

As a priority activity, USAID-AAA staff traveled extensively throughout the region to inform USAID missions and their local and U.S. partners of the range of anti-corruption assistance available to them through the project. As a result, the project worked closely with missions to address their anti-corruption needs—in some cases as defined by the missions or as jointly identified with the project.

For three USAID missions—Ecuador, Panama and Paraguay—the project conducted country anti-corruption assessments. The assessments, while unique to each country, generally addressed:

- Causes—political will, stability and security, laws, impunity, culture and institutional capacity.

- Official control institutions—Controller and auditor general, prosecutor, justice system and anti-corruption commission, where they existed.

- Other key actors—civil society, media, business leaders.

- Impact of corruption on government performance, economic development and society in general.

- On going government anti-corruption efforts, if any.

- Other donor initiatives.

For all assessments, USAID-AAA experts proposed strategic and program recommendations to the missions, to be pursued in the short and medium terms, in the context of the missions' strategic results frameworks and in consideration of available resources.

In addition to missions using the assessment information for anti-corruption strategy and program design, other applications evolved:

- In Panama, the assessment contributed to development of the mission's Country Plan and to the Panama component of the USAID/Central America and Mexico (CAM) Anti-Corruption, Transparency and Accountability Program, then under design. Moreover,

17

the Government of Panama began immediately to implement several of the assessment recommendations.

- The Paraguay mission utilized assessment recommendations in the design of the mission's first anti-corruption strategy.

- The U.S. Department of State used information in the Ecuador assessment to brief President George Bush in preparation for his meeting with President Lucio Gutierrez; it also provided components for of a multi-million dollar anti-corruption program design ultimately bid out by the mission.

In Panama, upon mission request, AAA provided training to CSOs on how to design anti-corruption programs and prepare related grant proposals. Under a small-grants competition conducted by the mission, CSOs in the training program predominated among those CSOs receiving awards.

For USAID/Honduras, AAA provided technical support for development of a survey tool to assess the level of compliance with a Honduran law requiring municipal officials to issue regular financial statements, hold plebiscites and conduct at least five town hall meetings a year. The Mission used results from this activity to design ongoing local-government anti-corruption initiatives.

In Guatemala AAA provided seed assistance to complement some $400,000 of mission support for a 12-month project to assist the Guatemalan government in building consensus around an anti-corruption policy and action plan and strengthening comptroller general capacity to effectively combat corruption.

Support for USAID Washington

The project developed, for USAID/LAC, three monographs outlining potential anti-corruption programming assistance that could be provided to USAID missions in Venezuela, Honduras and Nicaragua. The program initiatives defined helped to inform development of country plans in Honduras and Nicaragua.

USAID-AAA also prepared a desk assessment, "Corruption in Latin America," to:

- Provide a baseline overview of corruption in the region.

- Inform the USAID/LAC regional strategy under development.

- Suggest programming approaches and potential entry points for anti-corruption activities.

The findings were extensive as to the causes, extent and impact of corruption and lessons derived from reviews of multiple approaches pursued to stem corruption in recent history. While many challenges remain, the assessment noted that accomplishments have been achieved:

- There is greater access to a wide variety of technological, legal, institutional and administrative tools to combat corruption.

- Awareness among policymakers and societies of the costs of corruption and the need to stem it has significantly increased.

- Analytical tools to understand the corruption dynamic and measure it have substantially improved.

- New actors committed to increasing government transparency and accountability are emerging at national and local levels.

- Multilateral and bilateral donors have refined their anti-corruption strategies, making them more systemic, holistic and long term.

- New legal instruments and international conventions are providing a framework for confronting corruption in a systematic and systemic manner.

- Political corruption reform is being recognized as a priority.

- Senior corrupt officials in several countries have been successfully prosecuted for corrupt activities.

Component 4

Ensure Sustainability of the ResponDanet Anti-Corruption Website

ResponDanet, launched in April 1998 by C&A under Phase II of USAID-AAA, is a Spanish-/English-language website created to serve as an anti-corruption information

clearinghouse for the LAC region. As ResponDanet evolved, information about corruption in other regions of the world was added to demonstrate that there is an international consensus that corruption is a threat to sustainable democratic governance, which must be confronted across sectors and across international borders.

Due to the quality, quantity and timeliness of information available on the site it has consistently grown in popularity. In 2000, Webmostlinked.com—an independent service that tracked domains popularity—ranked ResponDanet in the top 9% of most visited sites on the Internet, a remarkable achievement.

About 80% of ResponDanet users come from the Americas, with the remainder coming from around the globe, primarily from the European Continent.

All deliverables developed throughout the life of the project—TAMs, workshop results, the Anti-Corruption Desk Assessment—were posted on ResponDanet's main page, offering instant exposure to visitors. During the month of August 2004 alone, the website was visited approximately 10,720 times per day. Since its introduction, ResponDanet has received well over 14 million hits. Additional information on the site is provided in Appendix 1.

Under terms of the contract, C&A was charged with ensuring sustainability of this regional asset. ResponDanet's independence from political influence has been a significant factor in its success. Because of this independence, it has been able to cover anti-corruption issues worldwide in a factual, unbiased manner.

As C&A examined alternatives for ResponDanet's sustainability, it determined it to be critical that this independence be maintained in the future if the site is to continue to provide the range of information and services that has made it so successful to date.

As a result, as the project concluded, C&A recommended to USAID transfer of the site to a U.S.-based NGO that would build linkages with an American university to continue to expand the website content. A university linkage

could provide students with innovative and practical internships related to anti-corruption and the importance of transparency and accountability in the realm of good governance.

Given the multi-national nature of many local-university student bodies, a ResponDanet/university relationship would help to build a body of young people with an understanding of the devastating effects of corruption on society and strategies for reducing it. Returning home after completing their education, these students over time could become a powerful voice for reform in their countries. At project close, USAID was reviewing this recommendation.

Appendix 1: ResponDanet

As the first comprehensive anti-corruption website in the world, ResponDanet set the standard for other such sites that have followed. Both a clearinghouse for anti-corruption information about the Americas and a source of news from around the world, ResponDanet quickly attracted an ever-growing following. Among its innovative offerings were:

- AAA Flash, a daily compendium of anti-corruption news stories from around the world, with emphasis on the LAC region. Some 100 news articles are posted on the site each week; these in turn are e-mailed to 1,221 subscribers (1,000 Spanish and 221 English subscribers) through a specialized list-serve.

- English- and Spanish-language quarterly newsletters featuring the latest information on anti-corruption initiatives, conferences, reports, conventions and more. Since 1998, 41 issues of each newsletter have been disseminated via email to 1,221 subscribers and posted on the site for easy download.

> *"Thank you for sending Respondabilidad/Anticorrupcion; it is an excellent reference on issues such as public management and corruption."*
> **Att. Gerardo Santos, Bogotá-Colombia**
>
> *"The Accountability/Anti-Corruption newsletters produced by your project are making a significant contribution to anti-corruption efforts in many countries including Malawi. Please carry on the excellent work. We are all in the global village where all that is going on is made known to the 'villagers'".*
> *Regards. Gilton Bazilio Chiwaula Director, Anti-Corruption Bureau*

- Current calendar of anti-corruption events worldwide including, conferences, seminars, and forums. (Materials available at many of these events are also posted.)

- Anti-Corruption Without Borders/*Anti-Corrupción Sin Fronteras* (ACSF), English- and Spanish-language networks of some 140 CSOs linked through a list-serve discussion group to facilitate the sharing of information among CSOs interested in combating corruption.

In addition, ResponDanet evolved as an electronic clearinghouse of documents and other information related to the struggle against corruption. In total there are some 20,000 information resources on the site. Distinctive among these are:

- Anti-corruption articles, publications, working papers and research from organizations throughout the hemisphere, addressing such subjects as civil society development, donor activities, financial management, governance, judicial reform, anti-corruption conventions, decentralization, media and political parties.

- Governance best practices case studies on Brazil, Bolivia, Chile, Colombia, India, Nicaragua, Peru, Puerto Rico and South Korea.

- 35 financial management assessments; 15 financial management publications; 21 audit reports and manuals; 22 codes of ethics.

- Links to Finance Ministries and Supreme Audit Institution websites of most LAC governments as well as to a multitude of other anti-corruption information sources.

- National Anti-Corruption Plans for Argentina, Bolivia, Colombia, Dominican Republic, Ecuador, Honduras, Nicaragua and Paraguay.

Data in the tables below, which provide information on the most visited pages of ResponDanet, indicate that the AAA Flash is the most popular feature, with the Spanish-language edition generally receiving more hits than its English-language counterpart; however, ACSF receives sig-

nificantly more hits than does the English site, as might be expected. TAMs were especially popular, quickly rising to the most visited pages on the site. (It is not surprising that these key features are the most visited, given that there are 20,000 other possible pages that can be visited.)

As described in the Introduction to this report, USAID-AAA was primarily a financial-management reform project in its first decade. This would account for the fact that the internal control framework (MICIL) was the most downloaded TAM and that links to government finance ministries have a high degree of usage, with those to Peru and Argentina being the most popular.

Summary of Website Activity 2001 - 2004

Spanish-Language Website		**Hits**			
Categories		**2001**	**2002**	**2003**	***2004**
AAA Flash		186,654	105,938	151,316	146,779
ACSF		24,101	31,338	49,147	38,731
TAMs	IFMS in Bolivia & Chile	N/A	N/A	N/A	295
	IFMS in Central America				201
	Citizen Participation in the Caribbean				472
	Citizen Participation in the Follow Up of the IACC				298
	Control Self Assessment				582
	Political Party Financing in Mexico, Costa Rica, Chile and Argentina				265
	MICIL				781
English-Language Website		**Hits**			
Categories		**2001**	**2002**	**2003**	***2004**
AAA Flash		108,430	142,640	252,410	134,187
ACWB		3,808	3,569	4,097	3,644
TAMs	IFMS in Bolivia & Chile	N/A	N/A	N/A	25
	IFMS in Central America				12
	Citizen Participation in the Caribbean				66
	Citizen Participation in the Follow Up of the IACC				48
	Control Self Assessment				79
	Political Party Financing in Mexico, Costa Rica, Chile and Argentina				79
LAC Corruption Desk Assessment		N/A	N/A	N/A	2,327

*   **Data for 2004 is only from January to September 2004.**

Total Number of Hits 2001-2004
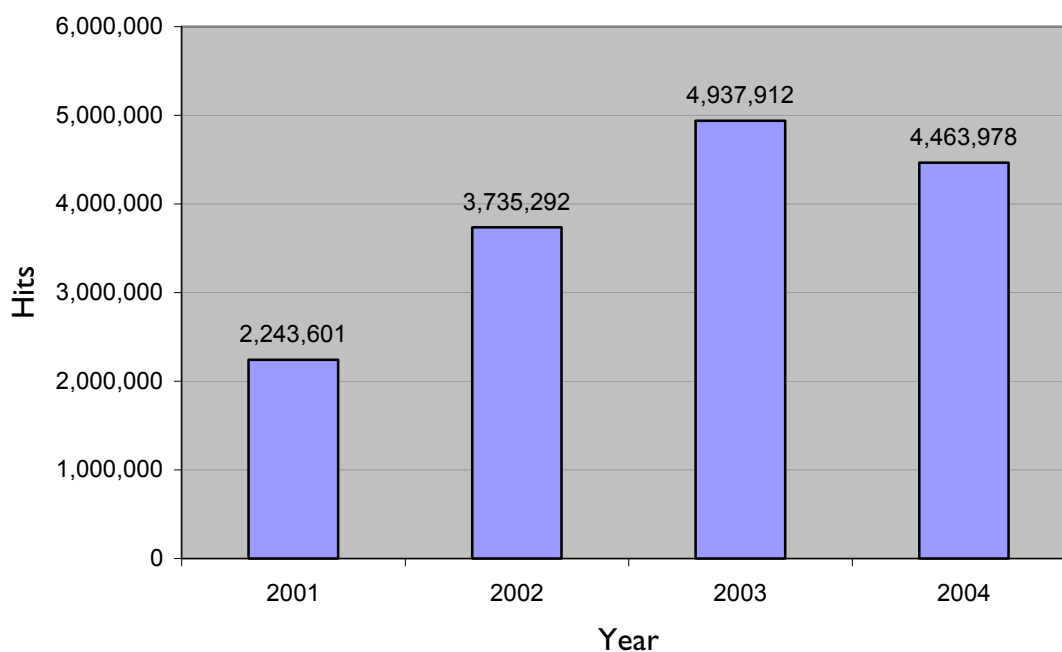
Anti-Corruptión Sin Fronteras/**Anti-Corruption Without Borders**

Throughout the project, ResponDanet served as the foundation for *Anti-Corruptión Sin Fronteras* (ACSF) and Anti-Corruption Without Borders (ACWB), listserve discussion groups for NGOs that provided a mechanism for identifying, coordinating and disseminating information, strategies and techniques for reducing corruption in Latin American and Caribbean countries. ACSF addresses the needs of NGOs in Latin America, while ACWB serves English-speaking NGOs in the Caribbean. In effect, each provides a town-hall forum in which NGO leaders, staff and committed opinion leaders share their experiences and solicit suggestions for designing strategies and developing programs.

Some examples include:

- *GESTION PUBLICA,* Ecuador's *Comisión de Control Cívico de la Corrupción* provided information and documents to their counterparts in Santiago de los Caballeros, the Dominican Republic. Similarly, several CSOs used ACSF to share research on the views of Colombia entrepreneurs on corruption.

- ACSF distributed information on the creation of the first network of Freedom of Information Advocates and the establishment of September 28th as the International Day on the Right to Know. *Probidad*, an ACSF member in El Salvador, was a founding member of the FOIA that has been very active on the FOIA issue.

- ACSF identified CSOs in Nicaragua, El Salvador and Honduras that the project invited to training on the IACC-TAM in Guatemala. Guest speakers from Colombia and Panama were ACSF members.

- ACSF focused attention on opportunities for civil society participation in activities of the Organization of American States, particularly in preparation for the III Summit of the Americas.

- Following dissemination of an anti-corruption proposal that the *Consejo Anti-Corrupción* of Peru presented to the government, Colombia's *Fundación Corte Social* sought contacts with them to exchange views and experiences. In turn, the *Consejo* asked *Corte Social* for assistance in anti-corruption training. Similarly, Peru's *Transparencia* sought contact with Ecuador's *Comisión Cívica Contra la Corrupción* (C.C.C.C.) following the distribution of its activities through ACSF.

- ACSF successfully linked different organizations conducting similar work in different countries. It linked Mexico's CESEM (shortly after joining ACSF) with Colombia's *Veeduría al Plan de Desarrollo de Medellín* since both were involved in municipal level activities. Also, after Mexico's *Alianza Cívica* signed an agreement with the Mexican government to provide monitoring and oversight on social programs, ACSF put it n touch with Medellín's *Veeduría*, which has done similar work.

- ACSF distributed a Preliminary Report on Citizens Oversight of the City of Medellín Plan (*Veeduría Ciudadana al Plan de Medellín)* as well as the Veedurías Presentation, explaining how it works and who manages it. ACSF featured Medellín's Veedurías as an example of best practices.

- Utilizing ACSF as a model, several listserves with more specific focus, were created in the region:
  — Dominican Republic in general (transparenciado@egroups.com)
  — Cibao Region in particular (cibaotransparencia@egroups.com)
  — Guatemala (guatetransparente@egroups.com)
  — A listserve in Guatemala for CSOs interested in social auditing activities (auditoriasocialguate@egruposyahoo.com).

Appendix 2: Publications and Events

Reports and Publications

1. TAM—Citizen Participation to Strengthen Transparency in Latin America and the Caribbean*

2. TAM—Integrated Financial Management Systems Best Practices: Bolivia and Chile*

3. TAM—Control Self Assessment: A Tool for Organizational Improvement in Latin America*

4. TAM—Citizen Participation in the Follow-up Mechanism of the Inter-American Convention Against Corruption*

5. TAM—Integrated Financial Management in 17 Central American Municipalities*

6. TAM—Political Party Finance in Argentina, Chile, Costa Rica and Mexico: Lessons for Latin America*

7. TAM—Integrated Internal Control Framework for Latin America* (MICIL) — Spanish only.

8. Desk Assessment: Corruption in Latin America*

9. The *Southwestern Journal of Law and Trade in the Americas*, the only student-edited journal of its kind in the U.S., published five original papers from a Symposium on Corruption in Latin America" that USAID-AAA cosponsored with the Law School of Southwestern University in California.

10. Report: *Fortalecimiento de la transparencia en la gestión municipal vía mecanismos de participación ciudadana en la región del Cibao: diagnostico preliminar** (Strengthening Transparency in Municipal Management through Citizen Participation Mechanisms in the Cibao Region: Preliminary Assessment)

Workshops, Conferences, Technical Assistance

1. Consult on strategies and agenda with representatives of CSOs in Washington, D.C. to participate in panels on civil society participation in the upcoming III Summit of the Americas, sponsored by the OAS,. November 9, 2000.

2. Participated in deliberations of the "Transparency Issues Sub-Group," at the Final Civil Society Group Meeting before III Summit. January 18-20, 2001. Miami.

3. Staff participated in two-day seminar, "Covering Elections: The Power of Money in Political Campaigns," sponsored by the Latin American Center for Journalists; also sponsored participation of Ambassador Fernando Cepeda Ulloa, author of, *Financing Political Campaigns*, a study of campaign finance in Colombia. Twenty journalists from Peru, Costa Rica and El Salvador participated. March 16-17, 2001. Lima.

4. For the 15th International Conference on New Developments in Government Financial Management, USAID-AAA Director served as program chair. Staff made presentations on internal control and using Internet technology in battling corruption. April 2-6, 2001. Miami.

5. Director addressed 35 officials and opinion leaders from Mexico, Brazil, Dominican Republic, Guatemala and Uruguay on "Anti-Corruption Models and Methods." Sponsored by the Leadership Institute. May 14, 2001. Clarendon, Virginia.

6. Director conducted video teleconference from USAID-AAA offices with officials of the Chile *Sistema de Informacion para la Gestion Financiera del Gobierno* (Information System for Governmental Financial Management) in the Treasury Ministry. May 16, 2001.

7. Director led workshop for 70 participants—Bolivia, Mexico, Peru, Honduras, Ecuador, Paraguay and Colombia—in World Bank Institute's LAC anti-corruption core course. June 16, 2001. Washington, D.C.

8. Director participated in American University Washington College of Law conference to explore connections among corruption, disclosure and whistleblower protection in the context of open governments and civil society. April 20, 2001. Washington, D.C.

9. Director addressed National Assembly of Venezuela symposium on strategies against fraud and theft in the financial sector. Approximately 100 control organization officials and legislators. July 16, 2001. Caracas.

10. Director presented, via video teleconference, "An International Legal Framework against Corruption," to 200 participants in the *Primer Foro Empresarial Descentralizado: Anticorrupción* (1st Decentralized Business Forum: Anti-Corruption), sponsored by the Chamber of Commerce of Lima. July 20, 2001.

11. Director addressed 100 internal auditors, via video teleconference, on "The Importance of Internal Controls in Fighting Corruption." *XX Simposio Nacional Asociación de Auditores del Sistema Universitario* (10th National Symposium of the Association of University Auditors). Sponsored by the National University of Callao, Peru. August 23, 2001

12. Staff moderated week-long e-forum organized by the UNDP, TI, OECD USAID-AAA and Word Bank Institute on how civil society could participate in the monitoring and implementation of IACC. More than 250 participants. August 2001

13. Staff participated in panel, "E-Governance and the Fight Against Corruption" at 10th Annual International Anti-Corruption Conference. October 7-11, 2001. Prague, Czech Republic.

14. Project provided expert to lead panel at XXIV Inter-American Accounting Conference, who presented "*La Contabilidad Acumulativa o por lo Devengado: necesidad apremiante para los gobiernos.*" 400 participants. November 17-21, 2001. Punta del Este, Uruguay.

15. Staff met with 10 Mexican local- and central-government officials, media representatives and business leaders on anti-corruption strategies. Sponsored by U.S. State Department program on Economic Development. Washington, D.C. December 4, 2001.

16. Director addressed 14-member delegation of central- and local-government officials, media representatives, business and civil society leaders—Argentina, Bolivia, Colombia, Dominican Republic, Ecuador, Honduras, Nicaragua, and Panama, Paraguay and Peru—on anti-corruption initiatives of the USAID-AAA project in the region. Sponsored by U.S. Department of State's Bureau of Educational and Cultural Affairs. Washington, D.C. January 15, 2002.

17. At International Anti-Corruption Forum Carlos Zambrano, Director of Professional Responsibility for the National Police in Panama and Jorge Valladares, an attorney specializing in anti-corruption issues at the Peruvian NGO, *Transparencia*, spoke on major anti-corruption reforms implemented by the National Police in Panama. Washington, D.C. January 16, 2002.

18. At International Anti-Corruption Forum Carlos Santiso discussed the political situation in Haiti and response of the international donor community, particularly the European Union, as provided for in the Convention of Cotonou. Washington, D.C. February 20, 2002.

19. At International Anti-Corruption Forum USAID Europe and Eurasia Bureau experts Claudia J. Dumas, Sarah (Beth) Jones and David Meyer spoke on the Agency's Anti-Corruption Projects. Washington, D.C. April 17, 2002.

20. Staff met with 24-journalists on media's role in fighting corruption. Sponsored by U.S. State Department Bureau of Educational and Cultural Affairs. Countries included: Argentina, Chile, Colombia, Costa Rica, Dominican Republic, El Salvador, Equatorial Guinea, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru and Venezuela. Washington, D.C. June 27, 2002.

21. USAID-AAA accepted invitation to co-chair and plan agenda for International Consortium on Government Financial Management (ICGFM) 17th Annual International Conference, in Miami, March 2003, with the theme, "Reducing Poverty and Corruption: An Integrated Approach to Good Governance." October 2002.

22. Project expert to the Dominican Republic for technical assistance to CSOs for monitoring compliance of the GoDR with the IACC. Experience and lessons to be incorporated in TAM. October 14-18, 2002.

23. Project experts assessed the impact of CSA workshops, conducted in July 2000, on service delivery by four management units in San Salvador. November 2002.

24. At International Anti-Corruption Forum Roberto de Michele, former Director for Transparency Policies of the Anticorruption Office of Argentina and former president of *Poder Ciudadano* (Transparency International chapter of Argentina) highlighted the monitoring instruments and methodologies being used by civil society and government in Argentina in a cooperative effort to monitor IACC implementation. November 2002.

25. C&A President participated in a panel, "International Anti-Corruption Efforts to Promote Responsibility and Ethical Standards" for a multi-regional group of educators sponsored by the Institute of International Education as part of the U.S. State Department International Visitor Program. Washington, D.C. November 5, 2002.

26. As part of AAA Caribbean Basin Social Audit and Local Government Citizen Participation initiative and ultimate development of a TAM on citizen participation at the municipal level, project sponsored workshop for more than 50 participants—political parties, activists from 13 communities, aldermen, central government officials and 5-member Honduras delegation of civil society leaders. Santiago de los Caballeros, Dominican Republic. November 15-16, 2002.

27. Sponsored participation of Chilean and Bolivian delegations to the World Bank 2002 Summit on Reducing Poverty Through Improving Public Financial Management. Director headed panel on IFMS development in the two countries. Washington, D.C. November 25–27, 2002.

28. Conducted anti-corruption program assessment for USAID/Ecuador Mission. December 2002.

29. Project-sponsored International Workshop on "Strengthening Transparency through Citizen Participation Mechanisms at the Municipal Level." Featured were case studies from Colombia, Ecuador, Peru, Bolivia, El Salvador, Guatemala, Costa Rica and the Dominican Republic plus a dozen from Honduras. U.S. Ambassador to Honduras, Lawrence Palmer, inaugurated event with the Mayor of Tela and the Project Director. Seventy-five participants—central-government officials, mayors, senior officials from seven municipalities in northern Honduras; local civil society leaders; USAID mission staff from Honduras and Guatemala and from Washington D.C., including the USAID/Honduras Mission Director. Tela, Honduras. February 10-11, 2003.

30. At International Anti-Corruption Forum, former Bolivian President, Jorge F. Quiroga, a Public Policy Scholar at the Woodrow Wilson Center, discussed institutional reforms necessary to combat corruption, based on lessons learned from Bolivia's

implementation of a National Integrity Program. Washington, D.C. March 2003.

31. ICGFM 17th Annual Conference. 150 senior audit, financial management and anti-corruption government officials from 32 countries in Asia, Africa, Europe and the Americas. Two of largest delegations were USAID sponsored from Dominican Republic and Honduras, building on Tela workshops. Project hosted keynote panel, "Municipal Perspectives and Initiatives for Fighting Corruption." Miami, Florida, March 31-April 4, 2003.

32. At International Anti-Corruption Forum, Dr. Ramon Daubón, chair, Washington-based Civil Society Task Force, discussed his methodology for engaging stakeholders in constructive dialogue, to develop shared support for reforms in environments characterized by mutual distrust between government officials and civil society; based on his experience in the Dominican Republic, funded by USAID-AAA, of developing a continuing "Round Table on the Culture of Transparency." Washington, D.C. May 21, 2003

33. Project staff participated in a World Bank Institute workshop, "Open and Participatory Government at the Local Level," with senior officials from local governments in Honduras, Mexico, Tanzania and Uganda. Washington, D.C. May 22, 2003.

34. *Mission Support.* Director and staff expert traveled twice to Ecuador, at Mission Director's request, to meet with D/G staff on strengthening the mission's crosscutting anti-corruption efforts. Mission subsequently developed RFP to support Ecuadorian efforts to combat corruption by strengthening the capacity of government and civil society to increase government transparency and accountability; investigation and prosecution of corruption, and ethical conduct and democratic values. May 2003.

35. *Mission Support.* Director and staff expert traveled to Guatemala to discuss conduct of a corruption victimization survey and design of public information campaign with USAID D/G officers and the Guatemalan Anti-Corruption Commission. June 2003.

36. *TAM Dissemination.* Project Director participated in first Latin American Summit on Local/Regional Development and Decentralization, sponsored by *Centro de Estudios para el Desarrollo Regional* (CEDER), Municipality of Arequipa and others. Information from TAMs on social auditing and citizen participation in municipal budget oversight served as the basis for his presentations. Arequipa, Peru. June 9-12, 2003.

37. *TAM Dissemination.* Project staff participated in the Ninth Inter-American Conference of Mayors and Local Authorities, "The New Municipality: Coordination and Governance for the Citizen Welfare," sponsored by Florida International University and Miami-Dade County Government. Staff led panels on citizen involvement in municipal strategic planning, budget development and social auditing of municipal programs based on information from TAMs. Miami. June 24-26, 2003.

38. *TAM Dissemination.* Project Director led panel on control self assessment and internal control for more than 500 participants in the VIII Latin American Seminar of Accountants and Auditors (*VIII Seminario Latinoamericano de Contadores y Auditores)* on the theme "Competence, Leadership and Control." He emphasized the Latin American internal-control framework being developed by the project. Higuey, Dominican Republic. July 17-20, 2003.

39. *Mission Support.* Recommendations USAID-AAA made for USAID/Guatemala anti-corruption program design were included in the Mission's three-year project, to enhance public- and private- sector anti-corruption systems; support implementation of a national anti-corruption plan; strengthen investigation, audit and prosecution of

financial fraud and develop an energetic civil society anti-corruption coalition. June 2003.

40. *Mission Support.* Project supported USAID/Guatemala 12-month project to assist GoG in building consensus around an anti-corruption policy and action plan and strengthening comptroller general capacity to effectively combat corruption. July '03-Aug. '04.

41. *Mission Support.* Provided technical support to USAID/Honduras to develop a survey tool to assess level of compliance with a Honduran law requiring municipal officials to issue regular financial statements, hold plebiscites and conduct at least five town hall meetings a year. Mission used results from this activity to design ongoing local-government anti-corruption initiatives. August 2003.

42. *TAM Dissemination.* Staff discussed TAMs and other development tools to help reduce corruption and facilitate economic growth and investment with officials attending the annual meeting of the Latin American Council for Development (CLAD). Panama City. October 2003.

43. *Mission Support.* Director and staff met with USAID/Panama DG staff to discuss how USAID-AAA could help strengthen and expand the mission anti-corruption agenda.

44. *TAM Dissemination.* Latin American Federation of Internal Auditors (FLAI), at its annual meeting approved and adopted the USAID-AAA designed internal-control framework for Latin America as a reference manual for auditors and accountants in the region. La Paz. October 29-31, 2003.

45. Project supported four workshops for 45 community leaders and five local officials from five different communities in the Cibao region, Dominican Republic, on how to make local governments transparent and accountable. These 50 leaders then trained about 450 citizens in their communities. As part of the training, USAID-AAA invited a

member of the *Veeduria al Plan de Desarrollo de Medellin,* Colombia, to share Medellin's oversight experience of local-government development planning. September-December 2003.

46. *TAM Dissemination.* USAID-AAA co-sponsored "Symposium on Corruption in Latin America" with the Law School of Southwestern University in California for more than 100 attorneys, professors, students and representatives of the international community. Los Angeles. February 2004.

47. *TAM Dissemination.* Project staff conducted a series of workshops for CSOs on corruption issues and lessons learned derived from the TAM on citizen participation and other AAA field experiences and assisted CSOs in developing seven proposals for submission to USAID for government transparency and accountability activities. Panama City. January/March 2004.

48. *Mission Support.* USAID-AAA team delivered to USAID/Panama a country anti-corruption assessment including program recommendations. May 2004.

49. *TAM Dissemination.* Senior project staff helped to plan program agenda for the 18th International ICGFM Conference, "Reducing Poverty and Corruption: An Integrated Approach to Good Governance," and presented information from TAMs on control self assessment and integrated financial management. Miami. April 18-23, 2004.

50. Project staff produced a "Desk Assessment of Corruption in the LAC Region," a baseline overview of corruption in Latin America that provided a foundation for the USAID LAC Bureau to design a 2004-2009 regional programming strategy. Washington, D.C. June 2004.

51. *TAM Dissemination.* AAA organized and participated in a panel on "New Approaches to Enhancing Accountability and Transparency," at 10th Inter-American Mayors Conference, hosted by Miami-Dade County and Florida International University, featuring

information from TAMs on citizen participation and municipal financial management. Miami. June 21-24, 2004

52. *TAM Dissemination.* Project Director advised CSOs on strategies for regional initiatives to present to OAS member states at its General Assembly, based on citizen participation TAMs on social auditing, municipal budget oversight and IACC compliance. Event sponsored by Corporación Latinoamericana de Desarrollo. Quito. April 2004.

53. *TAM Dissemination.* USAID-AAA designed and led a panel at a regional civil-society workshop on transparency, organized by USAID implementing partner Creative Associates, at which lessons learned from the TAM, "Citizen Participation to Strengthen Transparency in Latin America and the Caribbean," were presented. San Salvador. May 2004.

54. *TAM Dissemination.* "From Discourse to Practice: The Role of Civil Society in IACC Implementation," was the subject of a 3-day international civil society workshop with participants from Colombia, Panama, Nicaragua, El Salvador and Honduras, at which USAID-AAA presented its TAM and provided instruction. Guatemala City. June 2004.

55. *TAM Dissemination.* Staff presented information from the TAM, "Integrated Financial Management Systems in 17 Central American Municipalities," at a series of four conferences, sponsored by USAID-AAA, the Federation of Municipalities of Central America (FEMICA) and country municipal associations, in coordination with the International City/County Management Association and USAID missions. Some 100 municipal financial-management officials, mayors and civil society leaders participated in the four events. Guatemala City, July 5-7; Managua, July 8-11, Tegucigalpa, July 10-13, and San Salvador, July 14-16, 2004.

56. *TAM Dissemination.* At the IX Latin American Conference for Accountants and Auditors more than 200 participants heard project

senior staff and experts present findings from four TAMS: "An Internal Control Framework for Latin America;" "Control Self-Assessment: A Tool for Organizational Improvement in Latin America;" "Integrated Financial Management Systems in 17 Central American Municipalities," and "Integrated Financial Management Systems in Bolivia and Chile." Dominican Republic. July 21-25, 2004.

57. *TAM Dissemination.* Senior staff conducted a digital videoconference with about 100 Costa Rican government auditors and financial-management officials, including the newly appointed Comptroller General, through the U.S. State Department's International Information Program (IIP). Washington, D.C. July 2004.

58. *TAM Dissemination.* A second digital videoconference, under the State Department program, engaged nearly 100 Costa Rican mayors and other local officials on integrated financial management systems, social auditing and internal controls. As a result, U.S. Embassy officials in Costa Rica requested 400 copies of the TAMs on CD-ROM for distribution locally. Washington, D.C. August 2004.

59. *Mission Support.* USAID-AAA produced for USAID/Paraguay a jointly funded country corruption assessment to provide the mission with strategic options to address corruption in the next five years. October 2004.

60. *TAM Dissemination.* At an international conference, USAID-AAA disseminated lessons learned and effective practices identified in the AAA TAM, "Political Party Finance in Argentina, Chile, Costa Rica and Mexico: Lessons for Latin America." Event cosponsored with USAID/Peru, IDEA, IFES, NDI, IRI and *Transparencia* Peru; 75 participants from five countries. Lima, Peru. October 13, 2004.